



2019 Economic Development Plan: Target Industry Validation and Action Plan to Enhance Williamsburg's Value Proposition

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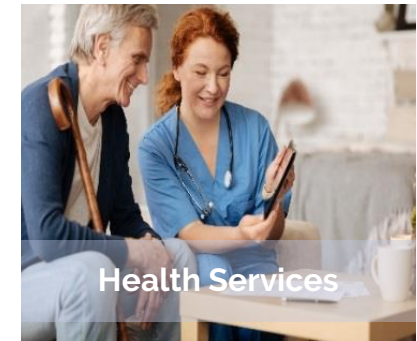
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Executive Summary

Williamsburg is well-known for Colonial Williamsburg and is home to the historic College of William & Mary. Regional Department of Defense assets bring another unique employer to the economy. These three industries: tourism, education, and federal government, provide long-term stability to Williamsburg. The target industry analysis, value proposition, and resulting action plan build upon these assets to expand, diversify, and grow the local economy.

The purpose of the Target Industry Analysis is to identify potential industry sectors for Williamsburg. Matching the strengths and assets of Williamsburg with the needs of growing and expanding companies is vital to successful targeting. Williamsburg's current economic base is largely in tourism, hospitality, and education. Williamsburg is known across the country for its historical significance, portrayed by Colonial Williamsburg. William & Mary is the second oldest higher education institution in the United States, is considered a "Public Ivy" school, and is widely known for its research. These two institutions provide the majority of jobs and are drivers for the majority of businesses in the city. Economic and demographic trends, national and local industry growth, location quotients, and current industry assets were factored into the analysis. Based on research and analysis, the following target industries are recommended for Williamsburg:



This study defines Williamsburg's value proposition for marketing to prospective companies and start-ups. This report lists general advantages for locating in Williamsburg, specific advantages for target sectors, and state-level advantages of locating in Virginia. From workforce attributes to tourism spending to the talent pipeline coming out of William & Mary, Williamsburg has much to offer.

The action plan that resulted from the target industry analysis and value proposition includes six goal areas:

- ⦿ Goal: Grow and Strengthen Target Clusters
- ⦿ Goal: Align Talent Development Strategies with Target Clusters
- ⦿ Goal: Market Williamsburg as a Choice Location for Target Sectors

- ⦿ Goal: Develop Choice Business Locations
- ⦿ Goal: Increase Small Business Start-Ups and Enhance the Entrepreneurial Ecosystem
- ⦿ Goal: Use Incentive Policy to Encourage Cluster Development

This study builds upon the city's Biennial Goals, Initiatives, and Outcomes. In 2012, and it reaffirms the following economic development objectives from the 2012 Economic Development Plan.

1. Existing businesses grow and prosper in the city.
2. The economy of the city is more diversified, building on its current strengths in retail trade, tourism/hospitality, and education, as well as growing and emerging areas of cultural arts, the creative economy, research/development, and professional service offices.
3. Williamsburg is known for its positive business environment.
4. The infrastructure (parking, technology, sidewalks, water, sewer, streets) of Williamsburg supports the growth of quality business in the city.
5. Williamsburg maintains a high quality of sense of place that appeals to citizens, students, and visitors. Williamsburg remains a specialty entertainment, cultural, and retail center of Greater Williamsburg.

The 2012 strategic plan supports development and recruitment of target sectors. Many of the actions under downtown vibrancy and economic diversification outline the public investments needed in infrastructure, transportation, and community development that will make Williamsburg attractive to new and expanding companies.

Under each goal there are multiple strategies and action steps. We recommend implementation over a three-year period. Some actions, especially related to product development, may take more time.

Williamsburg is on the right track. It has invested in an economic development department with a comprehensive program of work. The city is leveraging its regional partnership with the Greater Williamsburg Partnership and its state partnership with the Virginia Department of Economic Development. City economic development goals are aligned with overall city Biennial Goals and Initiatives. This study provides both a continuation of the program of work and a renewed focus on target sectors that will diversify and grow the economy.

Action Plan to Enhance Williamsburg's Value Proposition

The action plan to develop and attract target sectors outlines marketing and community capacity building strategies. Marketing strategies align with the target sectors and value proposition. Community capacity building strategies recommend enhancing and developing assets that put Williamsburg in an even stronger position to attract targets. The six goals are:

- ⦿ Grow and Strengthen Target Clusters
- ⦿ Align Talent Development Strategies with Target Clusters
- ⦿ Market Williamsburg as a Choice Location for Target Sectors
- ⦿ Develop Choice Business Locations
- ⦿ Increase Small Business Start-Ups and Enhance the Entrepreneurial Ecosystem
- ⦿ Use Incentive Policy to Encourage Cluster Development

Goal: Grow and Strengthen Target Clusters

There are three components to strengthening business clusters: talent development, supply chain, and centers of innovation. The broad term of talent development includes traditional education and workforce development, talent retention by support businesses, and talent attraction integrated into the marketing program. A supply chain is the businesses that provide inputs and support to a business sector. Centers of innovation are organizations and institutions that touch an organization; collaborating with departments to foster a culture of innovation and establishing internal processes to sustain it. Centers of excellence are another way to approach sector innovation. A center of excellence is a facility or an entity that provides leadership, best practices, research, support, and/or training for a focus area. Through this target industry validation project, Williamsburg is supporting supply chain development. Education and workforce partners are the lead on talent development, and there are other allies leading business innovation.



Strategy: Support Target Cluster Networking and Development

Action Steps:

- ⦿ Create cluster coalitions that bring together companies in target sectors for networking meetings. Companies can be identified by NAICS or in the supply chain of a cluster. Quarterly lunch-n-learn meetings can promote networking and customer/supplier relationships.
 - This could be a restructure of the Monthly Business Roundtables where some are sector specific.
 - Professional and Technical Services and Business Services could be combined.
- ⦿ Host an annual summit for each target cluster to raise cluster awareness. Programming could include William & Mary support of clusters, industry leaders sharing best practices, and a showcase of regional companies. Partner with ally agencies to host cluster meetings, e.g. Greater Williamsburg Chamber and Tourism Alliance for tourism and hospitality cluster.
- ⦿ Create a web-based directory of the supply chain of target clusters. This will help existing businesses connect with suppliers and show new businesses the support network in the region.
 - A source to gather supply chain information could be the cluster summit and during Business Retention and Expansion visits.
 - Another source is the “Business Case” data files provided through this study which outlines NAICS for the related industry sectors.
- ⦿ Provide timely data that supports clusters and the community.
 - Create and distribute an annual workforce survey to employers. Share the data with educational institutions to keep them abreast of in-demand careers, skills, certifications, hiring plans, etc.
 - The Department of Economic Development has a subscription to JobsEQ. Some of our favorite reports are: Economic Overview, Awards, and Occupation Wages. We use these to support business recruitment and RFI responses. We prefer IMPLAN for economic modeling; however, JobsEQ has an Economic Impact reporting function.
 - Trends reports from JobEQ can be shared with businesses to aid their planning.
 - Economic impact reports can be shared with governments considering a public investment in a private project.

Strategy: Connect and Develop Centers of Innovation for Clusters

Action Steps:

- ⦿ Catalog all centers of innovation and excellence at William & Mary and other regional higher educational institutions. This can be done through a workshop with institutions. Use this information to connect existing businesses to resources and promote to businesses being recruited.
 - Add the catalogue to the Business Resources page of the website.

- ⦿ Consider a retail incubator or center of excellence to support the tourism and hospitality sector. Retail has a high turnover rate. Helping retailers start off on a stronger foundation will lower turnover. The incubator could be structured as a location with kiosk space for new retailers, include management support and training, and host classes from the Small Business Development Center. The goal is to graduate retailers out of the small kiosk space into their own retail location in two years.
- ⦿ The target sector of tourism and hospitality has a high business failure rate and high employee turnover rates, creating unique challenges to develop the sector. Work with the Launchpad to keep an inventory of mentors with tourism and hospitality backgrounds to pair-up with new business start-ups.
 - The move of the Launchpad into the city should enhance synergies.

Goal: Align Talent Development Strategies with Target Clusters

The number one challenge for any business is talent – recruiting, development, and retaining quality, skilled, talented people. The current labor crisis only intensifies this challenge.

The Department of Economic Development will support the following initiatives from the city's Biennial Goals and Initiatives that relate to talent development:

- ⦿ Support for a One Stop Workforce Center that will be a collaborative with the community college, schools, workforce center, and workforce development boards.
- ⦿ Support a Workforce Housing Work Group that will define workforce housing in the city, research comparative practices, and report recommended strategies and actions to City Council.



Placemaking supports talent attraction and retention. The Department of Economic Development was charged to develop a plan for increasing events, installing public art, and increasing vibrancy.

- ⦿ The City of Asheville, NC, has a well-regarded public art program and revitalization program. The city development Innovation Districts, areas with special incentives for revitalization.

The city's planning commission is currently updating the comprehensive plan. Through this process, they are evaluating housing market needs. Housing is an integral part of placemaking. Commuting data show that more in-commuters are younger and work in hospitality while out-commuters are generally older and in professional services. Housing that allows people who work in Williamsburg the opportunity live there should be considered in placemaking.

Strategy: Expose Students to Careers in Target Clusters

Action Steps

- ⦿ Ask education partners, such as William & Mary and Thomas Nelson Community College, to map target sector related training and degree programs. This information can be used by counselors and other educators in the public schools to guide students into careers in tourism, hospitality, professional and business services, and health care.
 - Whereas professional and technical services, business services, and health care have educational and training pathways and programs, career pathways for tourism and hospitality could also be strengthened. "Expansion of tourism-related training at regional higher education institutions will strengthen talent pipelines," – 2016 Regional Target Sector Analysis Study
 - Review this video series of local companies and employment opportunities. One community is doing this under a campaign called "Did You Know?: <https://www.youtube.com/watch?v=SYRHwDmpb4Q>. Although not a video, this is an example website aimed at exposing young women and girls to nontraditional career pathways: <https://goboldnc.com/>
- ⦿ Since many of Williamsburg's businesses are small, entrepreneurial ventures, encourage Williamsburg-James City County Schools to showcase local entrepreneurs – classroom speakers, business tours, job shadowing/internships, etc. You could also advocate for entrepreneurship to be integrated into existing curriculum.

Strategy: Connect College Students to Williamsburg

Action Steps:

- ⦿ In collaboration with William & Mary, develop a "how to start an internship" information piece to share with employers. Where students intern often leads to jobs within the community.
- ⦿ Attend on-campus career fairs at William & Mary to promote living and working in Williamsburg.

Strategy: Reconnect William & Mary Alumni to Williamsburg

Action Steps:

- ⦿ Using social media, connect to alumni groups. Post lifestyle, in-demand careers, business location/start-up, and livability.
- ⦿ Continue to host alumni recruitment event during homecoming weekend and participate in other alumni events. The Department of Economic Development partners with the Cohen Career Center and William & Mary Office of Economic Development and Business Innovation on these efforts.
- ⦿ Attend alumni networking events in select regional markets. Choose regions, such as Northern VA, that have a high concentrations of target sector companies like professional and technical services.

Strategy: Support Businesses by Supporting Trailing Spouses

Action Steps:

- ⦿ Host a networking meeting for new trailing spouses every semester.
- ⦿ Develop a welcome packet for trailing spouses that highlights job search resources, area employers, small business center and other resources to connect them to jobs and business opportunities.

Goal: Market as a Choice Location for Target Sectors & Internally for Business Expansion

External marketing strategies focus on recruiting new businesses while internal marketing strategies target existing businesses for expansion. External marketing can be resource intensive; therefore, reach out to the Greater Williamsburg Partnership for partnerships. Two of their five target sectors are the same as Williamsburg's: professional and technical services and tourism. The service side of the defense target sector also aligns.

Strategy: Integrate Target Sectors into Marketing Materials/Outreach

Action Steps:

- ⦿ Add target sectors and statements about their value proposition to the Business Resources page on the website.
 - Include testimonial videos.
- ⦿ Create one-page, front/back marketing flyers on each target sector. Place on the website and hand out during recruitment meetings.
 - Ask business and community leaders to be ambassadors and pass out recruitment materials at trade shows and conferences they attend.
 - Consider combining the sectors of professional and technical services and business services.
- ⦿ Collaborate with the Greater Williamsburg Chamber and Tourism Alliance to align economic development and tourism marketing. For example, occasionally post statements about starting a business in a place you love to visit.



- ⦿ A goal of the city is that the Chamber, Department of Economic Development, and EDA work collaboratively to gather data that will assist with businesses and tourism recruitment. Marketing data such as social media views/clicks is an example.

Strategy: Lead Generation/Business Attraction Activities

Lead Generation takes a *dedicated* effort. It is not a one-time activity, nor is it without cost. It can take significant resources to start and maintain over time. This type of program takes consistent prospecting activity, good lead tracking, consistent reporting, and patience. The leads can take time, sometimes years, to develop into opportunities and projects.

Action Steps:

- ⦿ Commit to contacting a certain number of companies every month.
- ⦿ Keep good notes in the tracking database Salesforce.
- ⦿ Follow up as necessary to nurture leads.
- ⦿ Lead generation and business attraction efforts can be outsourced to a lead generation firm to supplement and maintain efforts.

Strategy: Develop a regional lead generation program, in collaboration with Greater Williamsburg Partnership, focusing on companies, real estate executives, developers, and other company influencers

Action Steps:

- ⦿ Market in Southeast Virginia, Richmond to Virginia Beach, and then expand the region to capture more leads.
- ⦿ Include outreach through LinkedIn, email, or telephone to develop leads and connect with company owners and executives.
- ⦿ Stay active with real estate organizations: Hampton Roads Association for Commercial Real Estate, Greater Richmond Association for Commerce Real Estate, and Historic Triangle Real Estate.
- ⦿ Each target industry should be part of an active lead generation program, as resources allow.

Strategy: Email Marketing

Our email marketing recommendation is for Williamsburg to consider developing a campaign to reach a regional audience within its target industries. This program can be outsourced due to the small staff size and limited capacity for primary lead generation.

Action Steps:

- ⦿ Start with one industry or a cross section, but with a regional focus in geography and company size to create smaller batches, such as 500 or 1,000 at a time.

- ⦿ A custom email campaign can be a cost-effective and powerful way to build relationships with potential business owners and executives, as well as build brand awareness for Williamsburg.
 - Include a link to the marketing video.
- ⦿ Williamsburg should ensure they have an informative website, industry focused landing pages, and appropriate email messaging content to reach each industry cluster.

Strategy: Leverage Regional and State Marketing Partners

The marketing calendar should continue to include targeted companies, site selection consultants, real estate professionals, VEDP, and specific events.

Action Steps:

- ⦿ Continue to make presentations to VEDP with Greater Williamsburg Partnership to familiarize them with Williamsburg's target sectors. Even though many VEDP projects do not fit the Williamsburg profile, medium-sized office projects do.
- ⦿ With Greater Williamsburg Partnership, host inbound FAM tours with VEDP (one a year). We have found in other research that opinions are changed following an onsite visit.
- ⦿ Network with VEDP 1-2 times a year to provide updated product, workforce, and business assistance program information.

Strategy: Target Existing Businesses for Expansion

Approximately 70% of all new investment and job creation come from existing businesses. In Williamsburg, that number may be higher because of the high percentage of small, locally-owned businesses.

Action Steps:

- ⦿ Add a section to the website under Business Assistance called Expand Your Business and pull together all of the resources of the Economic Development Department.
- ⦿ Update existing marketing brochure for BRE visits that list support resources for local expansion.
- ⦿ Track data gathered during BRE visits to create a target list of companies poised for expansion – employment growth, addition of new services, facility space at capacity, lease expiration, etc.

Strategy: Internal Marketing

Internal marketing supports existing business expansion, new business starts, and overall community development.

Action Steps:

- ⦿ Send an eblast (newsletter) to stakeholders: elected officials, existing businesses, partner agencies, chamber members, school leaders, etc. Use a consistent marketing template.

- Content can include an existing business highlight, profile of an entrepreneur, latest economic data, and grants awarded. We like this blog from Alleghany County, NC, that highlights people. <https://absolutelyalleghany.com/>
- Announce the marketing video. Internal audiences need to hear the message.
- ◎ Most social media platforms target the internal audience more than the external audience. Since Williamsburg's targets include small businesses, social media is an appropriate place to spend marketing time and resources.
 - Add a LinkedIn YesWilliamsburg page, link from the website, and post content.
 - Use a program such as Hootsuite to streamlines social media posts.
 - Keep Twitter current.
- ◎ Develop an Annual Report, delivered to the city.
- ◎ Write a guest column in the newspaper on economic development trends, resources, new business starts, etc.

Strategy: Measure Results

Action Step:

- ◎ Metrics and annual goals can be set after the initial six to nine-month program is completed and results can be measured. Going forward, Williamsburg should have a good idea of the expected results from efforts.

Goal: Develop Choice Business Locations

Williamsburg markets 21 buildings and 14 sites on the city's economic development website, YesWilliamsburg.com. The inventory can be found in Appendix B. The buildings range from small office suites to 14,000 square foot retail buildings. The retail building inventory aligns with the targets of tourism and hospitality. Even though there are several small office buildings and suites available, there are few large enough to attract a professional services or business support services company of size. The site inventory is marketed to the target sectors of tourism and hospitality, professional, and business services; however, there are no sites marketed for the health care industry.



Strategy: Develop Product using Private Partners and City Resources

Action Steps:

- ⦿ Co-Work Space: It is important to have start-up and accelerator space, as many of Williamsburg's opportunities are in entrepreneurship and small business.
 - Support the expansion of Work Nimbly, a co-work space that provides peer support. Help activate and promote the space by holding events there.
 - Support the relocation of the Launch Pad to Williamsburg by promoting on social media and other venues.
 - Ignition is a privately developed accelerator that includes co-work space.
- ⦿ Large Office Projects:
 - Maintain an inventory of sites that would be idea for large office projects.
 - Work with engineers to pre-qualify the sites by completing due diligence assessments (geotech, Phase 1, wetlands, etc.).
 - Work with an architect to develop a generic office layout on the site(s) so clients can visualize the building on the site.
 - Go to the next step of developing a virtual building tour. The virtual building can be shown on multiple sites, spreading the investment across several site opportunities.
 - One way to jump-start spec office space is to negotiate with a new office development (new company or expansion) to build more space than is needed for the current tenant. The excess space is spec. This was done in Brevard, NC, where light manufacturing space of 50,000 SF was built and leased to an existing company that needed 30,000 SF. The remaining 20,000 SF was spec space.
 - Encourage mixed-use development which will support residential and retail development along with office.
- ⦿ Tourism Product:
 - Use the Tourism Development Fund Grant Program to spur new and renovated tourism product.
- ⦿ Health Care Sites:
 - Identify sites adjacent to existing health care facilities ideal for existing facility expansion and encourage institutions to option these sites for long-range planning.
 - Identify and maintain an inventory of sites ideas for the health care industry. Use the health care consortium, recommended above, to list criteria for site development.
- ⦿ Arts Collaborative:
 - The city has defined an Arts and Cultural District that provides specific incentives. Consider an incubator/accelerator for the arts, such as the one in Abingdon, VA. It has workshop space and shared retail space. Visitors can interact with artists and purchase art.
- ⦿ Retail Incubator:

- Described above, a retail incubator provides kiosk space to start-up retailers, management support, and training, with the goal to launch the retail operation into its own space after gaining a sound foundation.
- ⦿ Contract with a company to do drone flyovers of sites and buildings to provide additional marketing information to sell the site/building. This could be a complement to the marketing video.
 - Feature these materials on the website and highlight them in social media and eblast marketing.
- ⦿ Continue to inventory and assess public-owned properties for highest and best use, including divestiture.

Goal: Increase Small Business Start-Ups and Enhance the Entrepreneurial Ecosystem

98% of Williamsburg businesses have less than 100 employees. Around one-third have less than 5 employees. The majority of business growth, locations, and start-ups will be small business. There may be near-term opportunity to spark entrepreneurship with the support Williams & Mary's new president who is very support of entrepreneurship.

Strategy: Make it Easier to Open a Business in Williamsburg

Action Steps:

- ⦿ Concierge Service - The city's website lists many resources available to start-up and existing businesses. However, the contacts, documents, and regulations can be overwhelming. Consider naming a small business concierge or liaison that walks someone through the bureaucracy of starting, expanding, or relocating a business. Many of services are already offered by the Economic Development and/or the Planning Departments. The promotion of the concierge services says Williamsburg is a place that wants to make sure your business is successful. For a model program, check out the small business liaison in Columbus, OH <https://www.columbus.gov/Small-Business/About-Your-Concierge/>.
- ⦿ Opening a Business in Williamsburg



the
Planning

- Opening a Business in Williamsburg Page: Make more prominent the city's support to find a business location, since many new businesses struggle to find space. Outline the services provided in site identification and selection.
- Move or duplicate the Regional Business Incubator information on the Opening a Business section. Same with the Small Business Development Center of Hampton Roads information.
- ◎ Starter-Kits - Create starter kits for the most common businesses started in the target sectors and post on the website. For example, how to start a restaurant, how to start a niche retail business, and how to start a tourism guide service. Starter kits are a step-by-step guide to starting a new business in Williamsburg. For examples, see what San Francisco has on their small business portal <https://businessportal.sfgov.org/start/starter-kits>.

Strategy: Support Women, Minority, and Young Entrepreneurs

A recent SCORE (Service Corps of Retired Executives) study found that women are:

- Slightly more likely than men to start a business
- More likely to launch a business in health care, a target sector
- More likely to launch an education business, another target sector

Action Steps:

- ◎ Continue to work with the Virginia Department of Small Business & Supplier Diversity and the Small Business Development Center to host SWaM (Small, Woman-owned and Minority-owned business enterprise) certification support and training.
- ◎ Form a partnership with the Women's Business Center at Old Dominion University to bring services to Williamsburg. <https://odu.edu/iie/wbc>
- ◎ Hold meetings at "unusual" locations to attract "unusual" suspects – breweries, coffee shops, and other hangouts of millennial entrepreneurs.

Goal: Use Incentive Policy to Encourage Cluster Development

Williamsburg has a wide range of incentives for small business. In fact, one of the more comprehensive incentive sets we have reviewed in our work.

Strategy: Align Incentives with Target Sectors

Action Steps:

- ⦿ There is a gap in incentive policy for existing businesses and office projects, which may not generate a high direct tax revenue stream. Consider indirect and induced impacts as well as direct tax revenue when structuring incentives packages. Indirect and induced economic impact can be calculated using econometric models such as IMPLAN, RIMS, and JobsEQ.
- ⦿ One gap is incentives for a large tourism destination such as an amusement park. If the city has enough flexibility to offer a special incentive for this type of project, then no modifications to policies need to be made. Otherwise, modification of the tourism zone might be needed. The city's new Tourism Development Fund is also available for tourism recruitment.
- ⦿ Some health care related businesses may fall under the "Major Facilities" but others may not. Create a health services zone similar to the tourism zone. Limit incentives to for-profit health services related businesses.



Goal: Sufficient Resources for Strategic Plan Implementation

The Economic Development Department has a small staff of two. Implementation of this plan will require additional staff time and financial resources.

Strategy: Phase Implementation as Resources are Available

Action Steps:

- ⦿ Consider future funding increases for implementation of the strategic plan.
- ⦿ In the absence of hiring additional staff, the Department could contract for implementation support services with increased financial support.

Target Industry Validation Summary

The purpose of this Target Industry Analysis is to identify potential industry sectors for Williamsburg, Virginia. Before undertaking target marketing activities, business development programs, or entrepreneurial development programs, it is critically important that proper analysis and research be done to maximize efforts on industries with the highest possibilities of expansion and growth within Williamsburg. Matching the strengths and assets of Williamsburg with the needs of growing and expanding companies is vital to the success of targeting. For this study, Williamsburg-area advantages were identified and evaluated. These advantages can be built upon to expand the economic base, create jobs, encourage entrepreneurship, and generate new investment.

Economic and demographic trends, national and local industry growth, location quotients, and current industry assets were factored into the analysis. York County, James City County, and the entire Hampton Roads area were studied to compare the industries in the region. The laborshed from the Richmond area was considered, as well as access to the market. Though the entire region was evaluated, target industries were chosen specific to Williamsburg and the unique opportunities for the city.

Williamsburg's current economic base is largely in tourism, hospitality, and education. Williamsburg is known across the country for its historical significance, portrayed by Colonial Williamsburg. Additionally, William & Mary resides in Williamsburg. William & Mary is the second oldest higher education institution in the United States, is considered a "Public Ivy" school, and is widely known for its research. These two institutions provide the majority of jobs and are drivers for the majority of businesses in the city.

Based on research and analysis, the following target industries are recommended for Williamsburg:

- ⦿ Tourism and Hospitality
- ⦿ Professional and Technical Services
- ⦿ Business Support Services
- ⦿ Health Services

Overall, the objective is not only to find the most feasible industries, but also the most desirable to recommend for Williamsburg. Tourism and Hospitality present the opportunity to guide the growth of an already strong base within Williamsburg. Professional and Technical Services take advantage of strong city/county and regional growth. Business Support Services and Health Services are industries where Williamsburg can take advantage of industry growth and regional opportunities. There is ample opportunity to increase these industries in the city/county, with focused efforts. The full Target Industry Validation, including definitions and rationale for each target sector, is in the Appendix.

Value Proposition

Williamsburg must show its value proposition when marketing to prospective companies and start-ups. It needs to answer the question, “Why would a company locate in the city?” The value proposition forms the base content of marketing messages.

Companies make location decisions based on a variety of factors. In the last several years, labor availability and costs have consistently been near the top of the list. Taxes and incentives also rank high. Williamsburg's target sectors are service based and therefore will be most concerned about labor. Williamsburg's value proposition should include these top factors in order to build the case to locate or expand in the city.

Fortunately, Williamsburg can build a location case around talent. The city boasts William & Mary, a growing population, a higher percentage of young workers, and a 1.3 million person laborshed. It is also in a region with extensive higher education and training assets. The majority of businesses in the city and region are small. There are many resources and a support network to help them start-up and grow.

	2017 Site Location Factors
1	Highway accessibility
2	Availability of skilled labor
3	Labor costs
4	Occupancy or construction costs
5	State and local incentives
6	Corporate tax rate
7	Tax exemptions
8	Energy availability and costs
9	Proximity to major markets
10	Quality of life

Source: Area Development Magazine



Williamsburg's value proposition is divided into overarching values and values specific for each target sector. The overarching reasons to locate and expand in Williamsburg apply to any company, and specifically the service sector. These advantages should be used in the marketing program and made a part of the Williamsburg "story."

Williamsburg's Overarching Value Proposition

Growing Population

- 3.7% growth projected by 2022
- Growing faster than state
- Higher percentage of Millennials than national average
- Higher percentage of Veterans

Talent

- 1.3 million laborshed
- Local labor force of 6,600
- Draws 10,500 in-commuters a day
- Unemployment rate 3.7%
- Right-to-Work state

Workforce Skills

- 91% hold a high school degree or higher
- 26.3% possess a Bachelor's Degree -7.9% above the national average
- 33% hold Bachelor's Graduate, or Professional Degree, higher than the national average of 27%

Talent Pipeline

- William & Mary enrollment 8,740
- 2,900 students annually graduating from William & Mary
- 5% growth over 5 years
- Most graduates: Business Administration and Management and Law
- 2,455 Graduate Students

Training

- William & Mary – 8,740
- Thomas Nelson Community College – 13,100
- Christopher Newport University – 5,200
- Hampton University – 4,900
- Old Dominion University – 29,000
- Virginia Commonwealth University – 34,300
- University of Richmond – 4,800
- Norfolk State University – 6,200
- Eastern Virginia Medical School – 1,300
- Virginia Wesleyan University – 1,500
- Regent University – 12,000

Entrepreneurial

- 33.5% of businesses have less than 5 employees
- 98% have less than 100 employees
- Incentives targeted to small business and specifically arts related businesses

Transportation

- Transportation – I-64 connecting to I-95
- Newport News-Williamsburg International Airport – American, Delta – nonstop to Charlotte, Philadelphia, Atlanta
- Norfolk International Airport – Allegiant, American, Delta, Frontier, Southwest, United
- Richmond International Airport – American, Delta, JetBlue, Southwest, Spirit, United, Allegiant

Virginia's Value Proposition

The Commonwealth of Virginia has good brand recognition and value in economic development. The recent Amazon location announcement in Arlington only solidifies the state as a choice location for professional and technical services and business services, which in turn benefits Williamsburg. We recommend Williamsburg leverage the state's brand in its marketing program.

State-level accolades are useful in local marketing. It shows a connection to the state brand and leverages influential statements made by national sources about the business climate. Below are some accolades about Virginia that will be useful in the Williamsburg value proposition.

Talent

- ◎ Third highest concentration of technology workers of any state in the country
- ◎ 4th largest veteran workforce in the country
 - 476,000 working veterans
 - 11,000 skilled workers exit the U.S. military in Virginia
- ◎ #3 labor supply in the U.S., education attainment (*Forbes* best state for business 2018)
- ◎ #1 public university system in the country (*SmartAsset* 2017)
- ◎ 500,000+ students enrolled in more than 70 four-year colleges and universities each year
 - 60% of graduates stay in the state, compared to national average of 54%
- ◎ 3 of the country's top 25 public universities
- ◎ 6th best state for K-12 public education (*WalletHub* 2017)

Business Climate

- ◎ #4 top state for business, according to CNBC
- ◎ #2 *U.S. News & World Report* best state for governance
- ◎ #4 top state to do business, according to *Forbes*
- ◎ Corporate tax rate 6%, lower than the national average
- ◎ 10th for corporate taxes, Tax Foundation's 2019 State Business Tax Climate Index
- ◎ #1 best regulatory environment, *Forbes* 2018
- ◎ #5 business-friendly environment, CNBC 2018
- ◎ 6th most Fortune 1000 companies



Livability

- ⦿ Top 10 state in health care systems (U.S. Dept. of Health and Human Services Agency for Healthcare Research and Quality)

Location and Infrastructure

- ⦿ 3rd largest state-maintained transportation network
- ⦿ 1-day access to more than 47% of the U.S. population
- ⦿ 3rd largest port on the East Coast by total TEUs
- ⦿ Only port on East Coast with authorization to dredge to 55 feet
- ⦿ 6 major interstates
- ⦿ 11 railroads
- ⦿ 16 commercial airports
- ⦿ Centered to access two large MSAs: Virginia Beach and Richmond



Specific Advantages for Target Sectors

Beyond overall city and state competitive advantages, Williamsburg has specific advantages for target sectors.

Tourism and Hospitality

- ⦿ 6-8 million visitors annually
- ⦿ \$1.21 billion in visitor spending in the region, \$572 million in Williamsburg
- ⦿ Tourism payroll \$237 million
- ⦿ Part of the Greater Williamsburg area, including Jamestown and Yorktown
- ⦿ Regional tourism workforce = 12,000
- ⦿ Top employer in Williamsburg
- ⦿ Fastest growing occupations
- ⦿ Colonial Williamsburg is a national tourism destination, #6 Best Historic Destination
- ⦿ Major theme park attractions Busch Gardens and Water Country USA
- ⦿ 12.9% industry turnover, well below the national average of 72%
- ⦿ Average weekly wage \$413

The Tourism and Hospitality sector can be broken down into many subcategories. For the purposes of business recruitment, we note advantages for hotel, restaurant, retail, and entertainment businesses. Any of the general Tourism and Hospitality advantages support the subcategories.

Hotel

- ⦿ CBRE *Hotel Horizons* forecast report shows demand will continue to surpass supply in 2019
- ⦿ STR and Tourism Economics forecast that in 2019 the U.S. hotel industry will report a 0.2% increase in occupancy to 66.4%, a 2.4% gain in ADR to \$132.97 and a 2.6% increase in RevPAR to \$88.29
- ⦿ U.S. domestic travel spending is projected to increase for the next five years (U.S. Travel Association)
- ⦿ Business travel volume in the U.S. is projected to increase in 2019 (U.S. Travel Association)

Restaurant

- ⦿ \$112 million in food and drink sales in the city annually
- ⦿ Williamsburg residents eat out more than the national average (103 on a national index of 100)
- ⦿ Food preparation is the fastest growing occupation in Williamsburg, 8% growth 2011-2016

Retail

- ⦿ \$270 million in retail sales in the city annually
- ⦿ 67,000 cars a day on I-64, 26,000 in the City of Williamsburg

Entertainment

- ⦿ 36th largest MSA in the U.S.
- ⦿ \$15 million spent by Williamsburg residents on entertainment and recreation annually
- ⦿ Williamsburg residents spend more on tickets to theater/operas/concerts and movies/museums/parks than the national average (103 on a national index of 100)
- ⦿ Historical and heritage experiences were the fastest growing in 2018, up 98% in bookings in the U.S. (TripAdvisor)
- ⦿ #6 Best Historic Destination in the U.S. (U.S. News and World Report)

Professional and Technical Services

- ⦿ Second-largest employment sector in Williamsburg
- ⦿ 84,000 professional and technical service workers within a 50-minute commute
- ⦿ Average weekly wage \$1,571
- ⦿ 425 annual graduates from William & Mary graduates in computer and information systems, education, legal studies, and physical sciences
- ⦿ Proximity to Richmond, Northern Virginia, and Washington D.C.
- ⦿ Advantageous tax structure for corporate headquarters
- ⦿ Projected 42% growth 2018-2023
- ⦿ Support services in the region: banking, legal, investment, management, brokerage, and office space
- ⦿ U.S. Department of Energy Thomas Jefferson National Accelerator Facility
- ⦿ Military installations: Coast Guard Training Center, Naval Weapons Station Yorktown, Fort Eustis, Langley Air Force Base, Fort Monroe, Naval Station Norfolk, Naval Amphibious Base Little Creek, Joint Expeditionary Base, Navy Medical Center, Norfolk Naval Shipyard, Coast Guard Finance Center, Naval Air Station Oceana.

Business Support Services

- ⦿ Second largest employment sector in Williamsburg.
- ⦿ Fast growing occupations
- ⦿ 550 annual graduates from William & Mary Business Administration and Management Program
- ⦿ Proximity to Richmond, Northern Virginia, Washington D.C., and Virginia Beach MSA
- ⦿ 50% growth projected 2018-2023

- ⦿ Support services in the region: legal, management, and office space
- ⦿ Business and financial operations occupations are one of the fastest growing, 11%, 2011-2016
- ⦿ U.S. Department of Energy Thomas Jefferson National Accelerator Facility
- ⦿ Military installations: Coast Guard Training Center, Naval Weapons Station Yorktown, Fort Eustis, Langley Air Force Base, Fort Monroe, Naval Station Norfolk, Naval Amphibious Base Little Creek, Joint Expeditionary Base, Navy Medical Center, Norfolk Naval Shipyard, Coast Guard Finance Center, Naval Air Station Oceana.

Health Services

- ⦿ Sentara Healthcare, Riverside Health System, Riverside Doctors Hospital
- ⦿ 210 annual graduates from William & Mary in Biological and Biomedical Sciences
- ⦿ Collaboration between William & Mary and Eastern Virginia Medical School
- ⦿ One-hour drive to Medical College of Virginia and Eastern Virginia Medical School
- ⦿ Center for Excellence in Aging and Geriatric Health at Williamsburg Physician's Center

Implementation

Implementation of the Action Plan is designed for at least three years. Some action steps, like creating a catalog of centers of innovation, can be done rather quickly; however, other steps such as developing large office sites/buildings can take years. The implementation guide is just that, a guide for resource allocation.

Year 1
Catalog Centers of Innovation and Excellence
Attend Alumni Events in Select Regional Markets
Include Target Sectors on Website, Testimonials
Local and Regional Lead Generation Programs
Update Existing Business Brochure, Add BRE Section to Website
Small Business Concierge Service, Update Website for Small Business
How to Start an Internship Brochure

Years 2 & 3
Cluster Summit
Supply Chain Mapping
Cluster Coalitions
Map Target Sector Training and Education Programs
Mentors for Tourism and Hospitality Businesses
Target Market Brochures
Large Office Site Development
Identify Health Care Sites
Starter Kits for New Business

Years 4 & 5
Cluster Summit
Retail Incubator
Custom Email Marketing Campaign
Arts Collaborative Space
Partnerships to Support Women Entrepreneurs
Encourage Entrepreneurship in Schools

Ongoing
Data to support clusters
Support One Stop Center
Support Workforce Housing Work Group
Support Placemaking Initiatives
Attend Campus Job Fairs
Continue Alumni Connections
Presentations to VEDP, FAM tours
Use Tourism Development Fund to promote product development
Continue to Analysis Publicly-Owned Properties

Appendix A: Target Industry Validation

The target industry validation recommended sectors of tourism and hospitality, professional and technical services, business support services, and health services. The definitions and rationale for each sector is listed in this appendix.

Tourism and Hospitality

Target Definition

Code	Description
56151	Travel Agencies
56152	Tour Operators
56192	Trade Show and Conference Planning
71133	Concert and Event Promotion
71151	Performers and Creative Artists
71311	Amusement Parks
71312	Arcade, Food and Entertainment Complexes
71399	Golf Driving Ranges and Family Fun Centers
72111	Hotels and Motels
72119	Bed & Breakfast and Hostel Accommodations
72233	Street Vendors
72241	Bars and Nightclubs
72251a	Chain Restaurants
72251b	Single Location Full Service Restaurants
72252c	Coffee and Snack Shops

Business Case

Tourism and Hospitality is a mainstay industry for Williamsburg. The historical significance of Colonial Williamsburg and other nearby historic establishments has driven Tourism and Hospitality in the past and will continue to play a substantial role in the present and future. Williamsburg Tourism and Hospitality jobs have decreased in this industry over the past five years and are projected to continue to decline. However, Williamsburg still has nearly three times the job concentration when compared to the United States as a whole. Williamsburg can guide the growth and expansion of this already strong industry base in the area by being strategic in what is recruited and developed in Williamsburg.

- Jobs for Tourism and Hospitality decreased by 213 jobs (-5.9%) from 2013-2018, less than the national growth rate of 12.8%. The industries are projected to decrease by 346 jobs (-10.1%) from 2018-2023, less than the national growth rate of 7.2%.
- Williamsburg job concentration for Tourism and Hospitality is 2.83 times the national job concentration. In other words, there are 183% more jobs in Tourism and Hospitality in the city than you would expect to find in the average region.
- Cost of labor in Williamsburg is below average. The regional earnings per job for Tourism and Hospitality is \$23.7K, which is \$1.1K below the national average of \$24.8K.

Williamsburg City County Summary

118	3,421	-5.8%	2.83
Payrolled Business Locations	Jobs	Growth/Decline	Concentration
Payrolled business locations increased by 3 over the last 5 years.	Jobs decreased by 213 over the last 5 years. Projected to decrease by 346 over the next 5 years.	Percentage change from 2013 to 2018. National growth was +12.8% .	Regional job concentration is 2.83 times the national job concentration.

Employment Trends, Comparison to Region

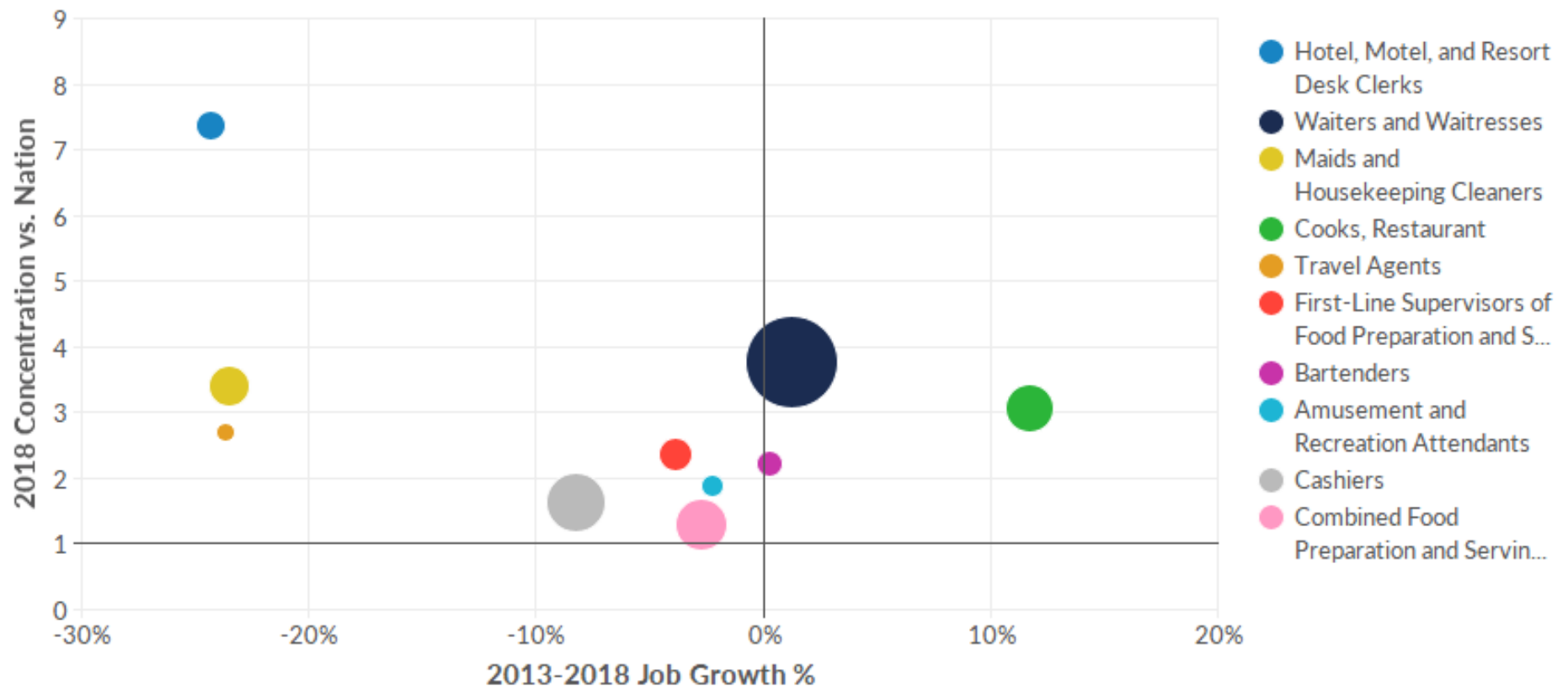
	Williamsburg City County, VA	York County, VA	James City County, VA	Hampton Roads Region
Job Change %	-6%	0%	+7%	+10%
Jobs (2013)	3,633	3,629	5,520	60,094
Jobs (2018)	3,421	3,623	5,923	62,963
Jobs LQ (2018)	2.83	1.82	2.16	1.08

Key Occupations

	Concentration	2013 Jobs	2018 Jobs	2023 Jobs	Median Hourly Earnings	Average Hourly Earnings
Hotel, Motel, and Resort Desk Clerks	7.37	228	172	123	\$9.48	\$10.08
Waiters and Waitresses	3.77	882	893	858	\$9.95	\$11.50
Maids and Housekeeping Cleaners	3.41	404	309	234	\$9.98	\$10.37
Cooks, Restaurant	3.06	322	360	357	\$11.60	\$12.26
Travel Agents	2.71	22	17	14	\$18.79	\$22.04
First-Line Supervisors of Food Preparation and Serving Workers	2.37	209	201	183	\$15.86	\$17.02
Bartenders	2.24	125	126	117	\$10.84	\$12.56
Amusement and Recreation Attendants	1.88	56	55	51	\$9.31	\$9.88
Cashiers	1.62	566	519	482	\$8.78	\$9.34
Combined Food Preparation and Serving Workers	1.29	435	423	369	\$9.70	\$10.40
Total	2.65	3,249	3,075	2,787		\$11.31

Workforce Availability

Key occupations for Tourism and Hospitality have an overall concentration of 2.65, indicating above average workforce availability. These occupations experienced overall job growth of -5.4% from 2013-2018, indicating the regional talent pool is decreasing.



Professional and Technical Services

Target Definition

Code	Description
51121	Software Publishing
52392	Portfolio Management
52393	Financial Planning and Advice
54111	Law Firms
54121	Accounting Services
54133	Engineering Services
54138	Laboratory Testing Services
54143	Graphic Design Services
54151	IT Consulting
54161	Management Consulting
54171	Scientific Research and Development

- Cost of labor in Williamsburg is below average. The regional earnings per job for Professional and Technical Services is \$108.6K, which is \$19.7K below the national average of \$128.2K.

Business Case

The Professional and Technical Services industry is a growing area for Williamsburg, as well as nearby York County and James City County. Nationally, this sector will continue to grow at a good pace as well. Williamsburg has the opportunity to capture the growth trends to bolster this industry sector locally. Williamsburg jobs have increased in this industry over the past five years and are projected to grow substantially in the next five years. When looking at the national concentration rate of jobs in Professional and Technical Services, Williamsburg is well below the national rate. Williamsburg has room to grow in this industry, and the average earnings rates in the top occupations make jobs in this industry attractive. Aggressive strategies and tactics can be deployed in recruiting companies and encouraging growth in this industry.

- Jobs for Professional and Technical Services increased by 68 jobs (32.6%) from 2013-2018, outpacing the national growth rate of 12.8%. The industries are projected to increase by 118 jobs (42.4%) from 2018-2023, outpacing the national growth rate of 10.3%.
- Williamsburg job concentration for Professional and Technical Services is 0.39 times the national job concentration. In other words, there are 61% fewer jobs in Professional and Technical Services in the city than we would expect to find in the average region.

Williamsburg City County Summary

30	278	+32.6%	0.39
Payrolled Business Locations	Jobs	Growth/Decline	Concentration
Payrolled business locations decreased by 8 over the last 5 years.	Jobs increased by 68 over the last 5 years. Projected to increase by 118 over the next 5 years.	Percentage change from 2013 to 2018. National growth was +12.8% .	Regional job concentration is 0.39 times the national job concentration.

Employment Trends, Comparison to Region

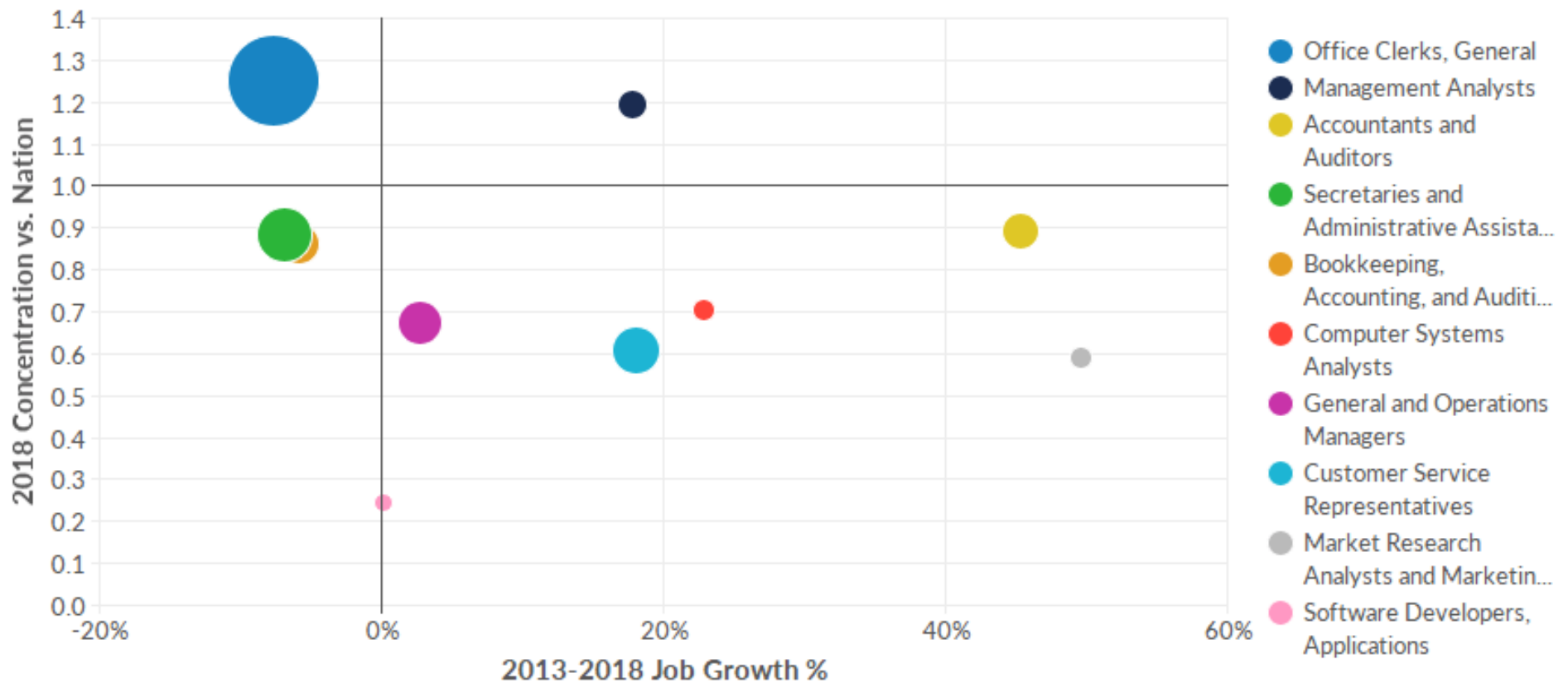
	Williamsburg City County, VA	York County, VA	James City County, VA	Hampton Roads Region
Job Change %	+32%	+16%	+39%	-1%
Jobs (2013)	210	732	735	37,738
Jobs (2018)	278	848	1,021	37,319
Jobs LQ (2018)	0.39	0.73	0.63	1.04

Key Occupations

	Concentration	2013 Jobs	2018 Jobs	2023 Jobs	Median Hourly Earnings	Average Hourly Earnings
Office Clerks, General	1.25	363	336	325	\$15.87	\$17.04
Management Analysts	1.20	63	74	86	\$48.02	\$52.36
Accountants and Auditors	0.89	72	104	132	\$36.99	\$41.19
Secretaries and Administrative Assistants	0.88	191	178	172	\$18.59	\$18.97
Bookkeeping, Accounting, and Auditing Clerks	0.86	127	120	123	\$19.23	\$20.18
Computer Systems Analysts	0.70	31	38	40	\$43.37	\$45.86
General and Operations Managers	0.67	133	137	141	\$54.81	\$62.86
Customer Service Representatives	0.61	129	152	156	\$14.47	\$15.17
Market Research Analysts and Marketing Specialists	0.59	22	33	39	\$30.43	\$33.61
Software Developers, Applications	0.24	19	20	23	\$49.08	\$53.37
Total	0.79	1,150	1,190	1,236		\$28.94

Workforce Availability

Key occupations for Professional and Technical Services have an overall concentration of 0.79, indicating below average workforce availability. These occupations experience overall job growth of 3.5% from 2013-2018, indicating the regional talent pool is increasing.



Business Support Services

Target Definition

Code	Description
51821	Data Processing, Hosting, and Related Services
51913	Internet Publishing and Broadcasting
56111	Office Administrative Services
56141	Document Preparations Services
56142	Telemarketing and Call Centers
56143	Business Services Centers
56144	Collections Agencies
61171	Educational Support Services

Business Case

The Business Support Services industry is a small but growing industry for Williamsburg, as well as nearby York County. This sector is different from Professional and Technical Services in job complexity required from some staff, as well as focus. The Business Support Services industry includes more general office services supporting all industries. The Business Support Services industry may require different marketing and growth strategies. Nationally, this sector will continue to grow at a good pace. Williamsburg has the opportunity to capture the growth in this industry sector locally. Williamsburg jobs have increased dramatically in this industry over the past five years and are projected to continue growing in the next five years. When looking at the national concentration rate of jobs in Business Support Services, Williamsburg is below the national rate. Williamsburg has room to grow in this industry, and the average earnings rates in the top occupations makes jobs in this industry attractive. Aggressive strategies and tactics can be deployed in recruiting companies and encouraging growth in this industry.

- Jobs for Business Support Services increased by 70 jobs (258.2%) from 2013-2018, outpacing the national growth rate of 15.3%. The industries are projected to increase by 49 jobs (50.2%) from 2018-2023, outpacing the national growth rate of 14.0%.
- Williamsburg job concentration for Business Support Services is 0.54 times the national job concentration. In other words, there are 46% fewer jobs in Business Support Services in the city than we would expect to find in the average region.
- Cost of labor in Williamsburg is below average. The regional earnings per job for Business Support Services is \$30.9K, which is \$67.5K below the national average of \$98.4K.

Williamsburg City County Summary

9	97	+258.2%	0.54
Payrolled Business Locations	Jobs	Growth/Decline	Concentration
Payrolled business locations increased by 1 over the last 5 years.	Jobs increased by 70 over the last 5 years. Projected to increase by 49 over the next 5 years.	Percentage change from 2013 to 2018. National growth was +15.3% .	Regional job concentration is 0.54 times the national job concentration.

Employment Trends, Comparison to Region

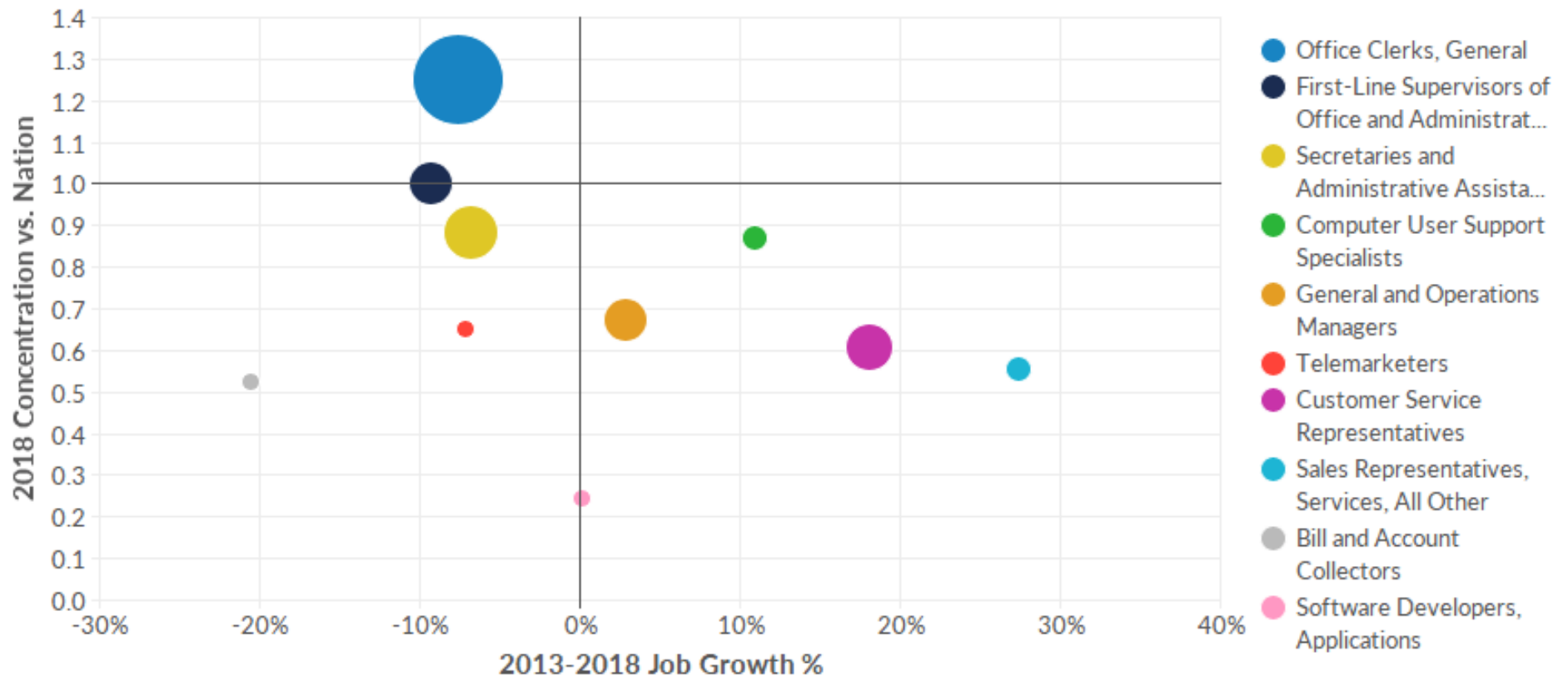
	Williamsburg City County, VA	York County, VA	James City County, VA	Hampton Roads Region
Job Change %	+259%	+79%	-23%	+15%
Jobs (2013)	27	63	93	9,400
Jobs (2018)	97	113	72	10,807
Jobs LQ (2018)	0.54	0.38	0.18	1.19

Key Occupations

	Concentration	2013 Jobs	2018 Jobs	2023 Jobs	Median Hourly Earnings	Average Hourly Earnings
Office Clerks, General	1.25	363	336	325	\$15.87	\$17.04
First-Line Supervisors of Office and Administrative Support Workers	1.00	146	133	127	\$27.18	\$29.07
Secretaries and Administrative Assistants	0.88	191	178	172	\$18.59	\$18.97
Computer User Support Specialists	0.87	44	49	52	\$27.20	\$28.24
General and Operations Managers	0.67	133	137	141	\$54.81	\$62.86
Telemarketers	0.65	12	11	12	\$10.41	\$10.98
Customer Service Representatives	0.61	129	152	156	\$14.47	\$15.17
Sales Representatives, Services, All Other	0.56	40	51	53	\$25.55	\$31.28
Bill and Account Collectors	0.53	16	13	14	\$15.10	\$15.85
Software Developers, Applications	0.24	19	20	23	\$49.08	\$53.37
Total	0.66	1,095	1,079	1,076		\$26.15

Workforce Availability

Key occupations for Business Support Services have an overall concentration of 0.66, indicating below average workforce availability. These occupations experience overall job growth of -1.5% from 2013-2018, indicating the regional talent pool is decreasing.



Health Services

Target Definition

Code	Description
42345	Medical Supplies Wholesaling
62149	Emergency and Other Outpatient Care Centers
62151	Medical and Diagnostic Laboratories
62161	Home Health Care Services
62211	General Medical and Surgical Hospitals
62221	Psychiatric and Substance Abuse Hospitals
62231	Specialty Hospitals
62311	Nursing Care Facilities
62321	Residential Intellectual and Developmental Disability Facilities
523222	Residential Mental Health and Substance Abuse Facilities
62331	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly

Business Case

The Health Services industry is a growing area for Williamsburg, as well as regionally. This sector has grown at a good pace nationally as well. The aging population will drive continued growth in Health Services. Williamsburg jobs have increased in this industry over the past five years and are projected to continue growing in the next five years. When looking at the national concentration rate of jobs in Professional and Technical Services, Williamsburg is slightly above the national rate. With Health Services showing signs of growth from all angles, Williamsburg is in a good position to take advantage of that growth to expand the industry in the area.

- Jobs for Health Services increased by 77 jobs (7.2%) from 2013-2018, less than the national growth rate of 8.2%. The industries are projected to increase by 80 jobs (7.0%) from 2018-2023, less than the national growth rate of 10.7%.
- Williamsburg job concentration for Health Services is 1.17 times the national job concentration. In other words, there are 17% more jobs in Health Services in the city than we would expect to find in the average region.
- Cost of labor in Williamsburg is above average. The regional earnings per job for Health Services is \$63.1K, which is \$1.1K above the national average of \$62.0K.

Williamsburg City County Summary

7	1,143	+7.2%	1.17
Payrolled Business Locations	Jobs	Growth/Decline	Concentration
Payrolled business locations increased by 0 over the last 5 years.	Jobs increased by 77 over the last 5 years. Projected to increase by 80 over the next 5 years.	Percentage change from 2013 to 2018. National growth was +8.3% .	Regional job concentration is 1.17 times the national job concentration.

Employment Trends, Comparison to Region

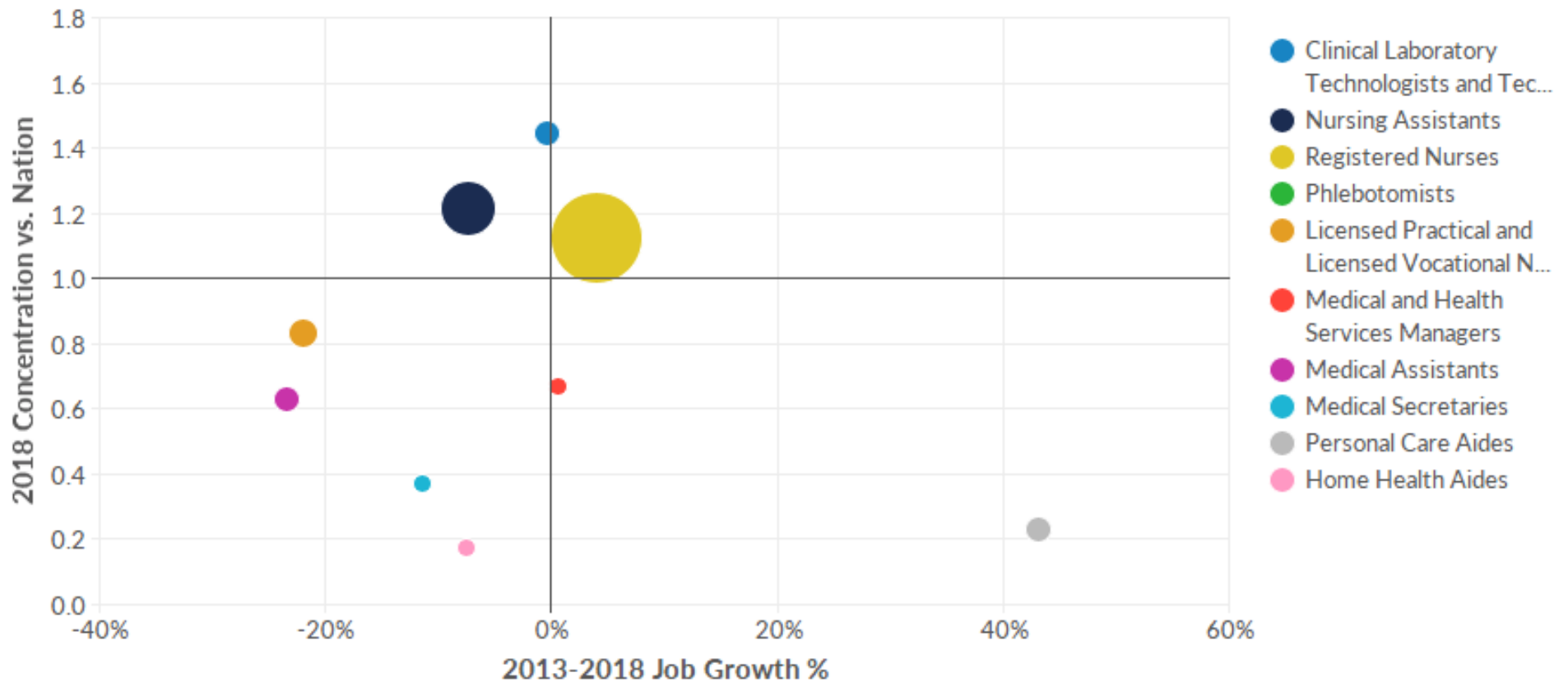
	Williamsburg City County, VA	York County, VA	James City County, VA	Hampton Roads Region
Job Change %	+7%	+9%	+28%	+10
Jobs (2013)	1,066	330	1,775	40,878
Jobs (2018)	1,143	359	2,265	44,787
Jobs LQ (2018)	1.17	0.22	1.02	0.91

Key Occupations

	Concentration	2013 Jobs	2018 Jobs	2023 Jobs	Median Hourly Earnings	Average Hourly Earnings
Clinical Laboratory Technicians	1.45	43	43	45	\$27.54	\$35.46
Nursing Assistants	1.22	175	162	162	\$13.29	\$14.71
Registered Nurses	1.12	289	300	317	\$30.49	\$31.18
Phlebotomists	1.04	11	12	12	\$16.14	\$16.36
Licensed Practical and Vocational Nurses	0.83	69	54	50	\$19.27	\$19.46
Medical and Health Services Managers	0.67	21	22	22	\$47.62	\$52.64
Medical Assistants	0.63	49	38	36	\$13.64	\$14.19
Medical Secretaries	0.37	22	20	22	\$15.44	\$16.05
Personal Care Aides	0.23	31	45	53	\$8.28	\$8.59
Home Health Aides	0.18	15	13	17	\$9.21	\$9.80
Total	0.82	725	707	737		\$24.03

Workforce Availability

Key occupations for Health Services have an overall concentration of 0.82, indicating below average workforce availability. These occupations experienced overall job growth of -2.5% from 2013-2018, indicating the regional talent pool is decreasing.

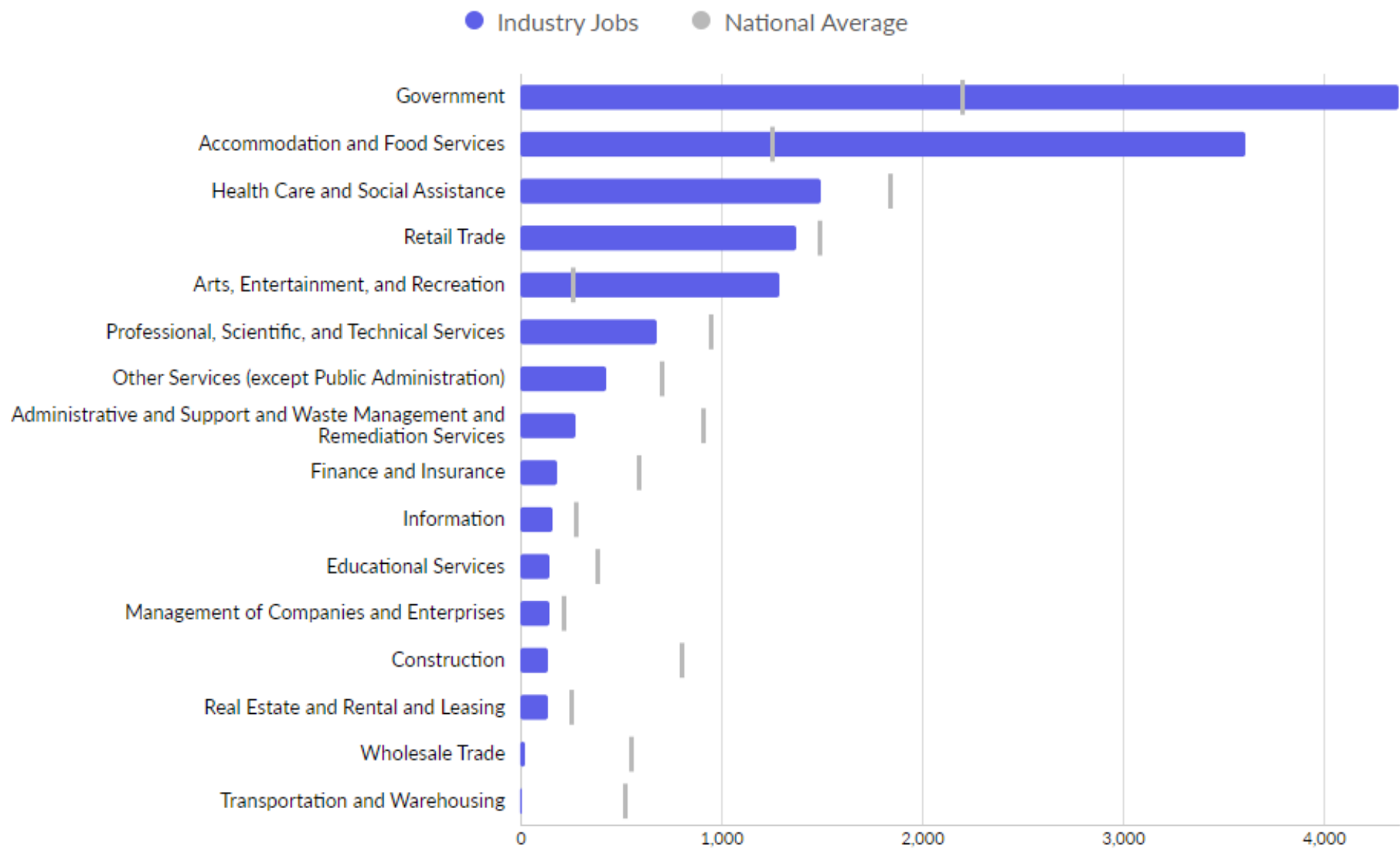


Supporting Analytics and Data

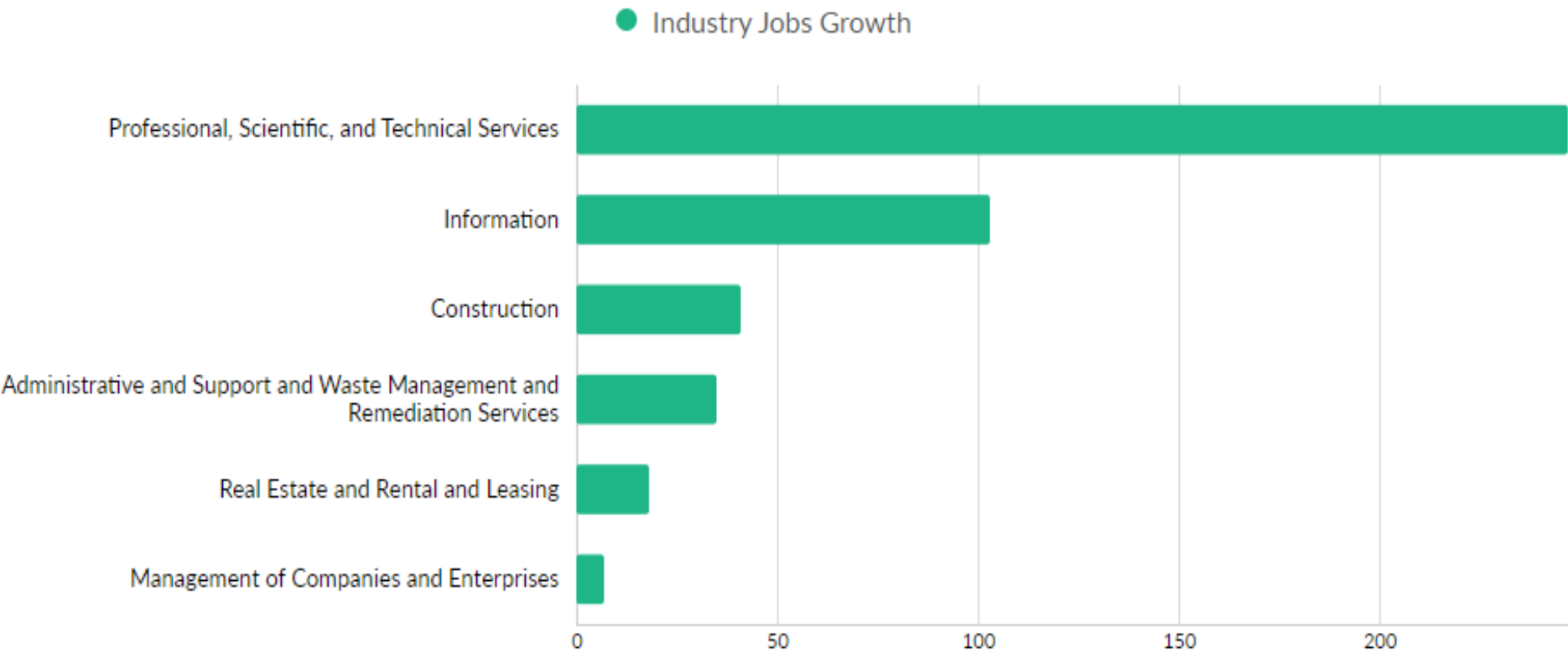
The following tables, information, and analysis were compiled to understand the framework of industry in Williamsburg. Each level of information allows a deeper look at the industry clusters for Williamsburg and the region. An understanding was established for the type of industry supported and developing in the region by looking at what exists in the region, the employment levels, and the location quotients. Multiple industries and clusters were considered throughout the process. The eventual recommended target industries for Williamsburg were discovered to be strong in the regional economy, were (in part or full) forecasted for future growth, or represented a developing opportunity. Analyzing multiple information sources allowed the data to be overlaid and industry clusters to be researched, considered, and ultimately chosen for Williamsburg. A location quotient by industry cluster was evaluated for the city/county and region. Industry location quotient is a way of quantifying how “concentrated” an industry is in a region compared to a larger geographic area, such as the state or nation. The basic uses of location quotient include: 1) determining which industries make the regional economy unique; 2) identifying the “export orientation” of an industry and identifying the most export-oriented industries in the region; and 3) identifying emerging export industries beginning to bring money into the region. Tables that represent the studied information are included in the following pages.

15,148 Population (2018)	14,506 Jobs (2018)	\$50,100 Median Household Income (2016)
As of 2018 the region's population increased by 3.7% since 2013, growing by 538. Population is expected to increase by 2.5% between 2018 and 2023, adding 377.	From 2013 to 2018, jobs declined by 7.8% from 15,734 to 14,506. This change fell short of the national growth rate of 7.4%.	Median household income is \$5,200 below the national median household income of \$55,300.

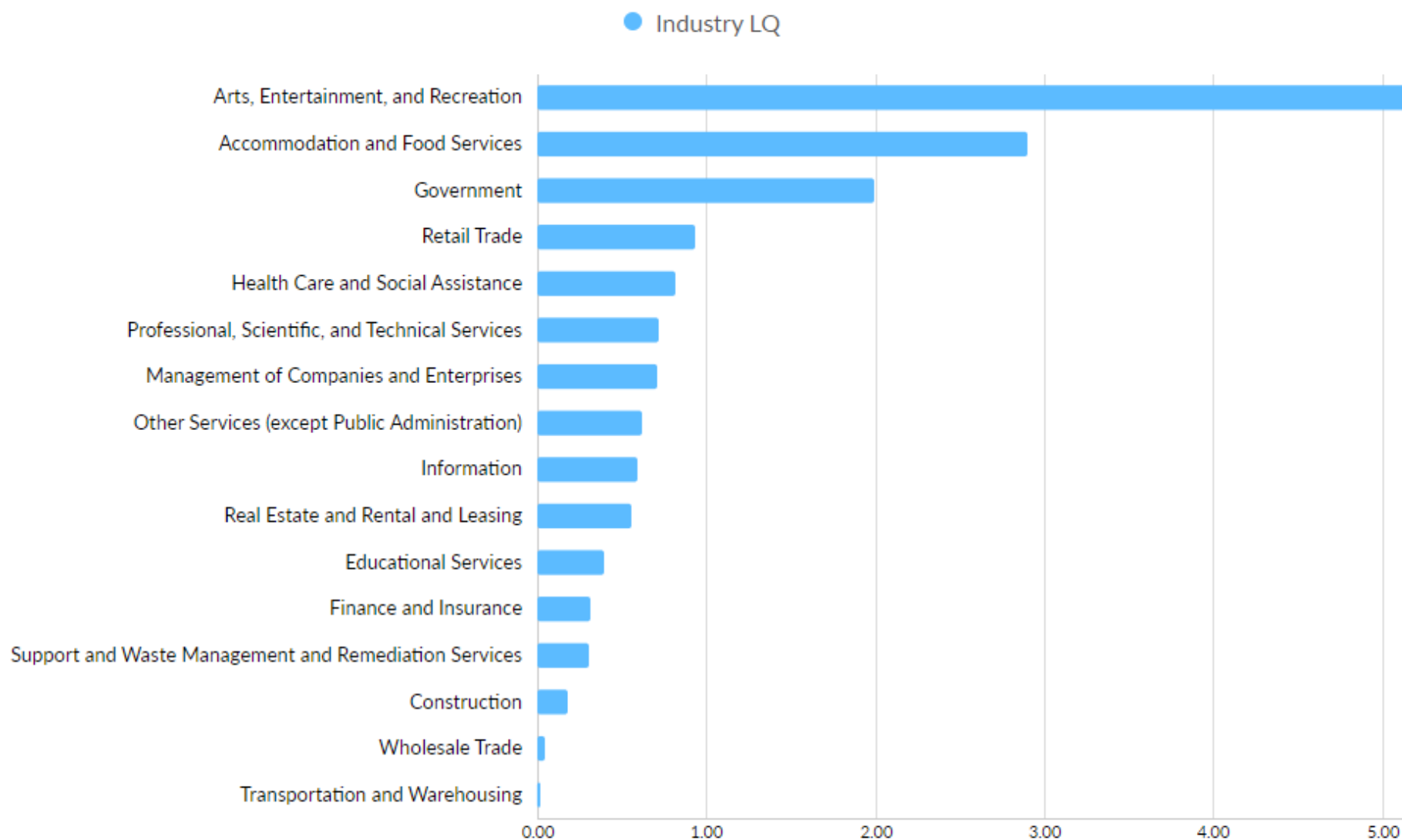
Largest Industries in Williamsburg



Top Growing Industries in Williamsburg



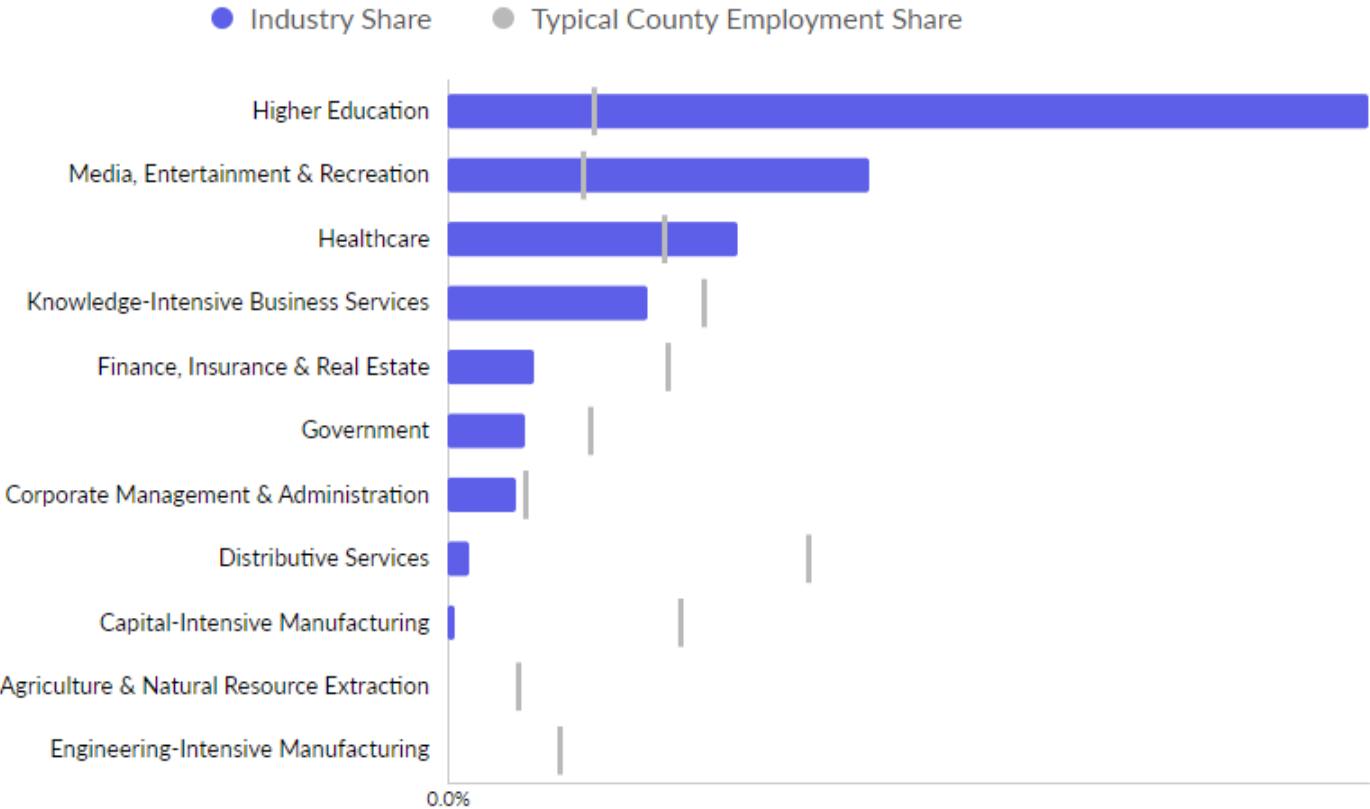
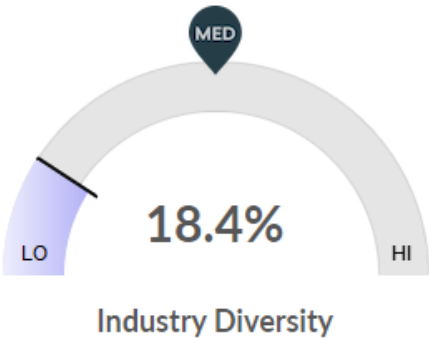
Top Industry Location Quotient (LQ) in Williamsburg



Industry Diversity Snapshot of Williamsburg

Industry diversity is low for Williamsburg. This means that employment is distributed less evenly between the 12 industry clusters compared to the typical county.

Rank: 2564
(out of 3142 Counties)



Data Sources and Calculations

EMSI Q4 2018 Data Set

Input-Output Data

The input-output model in this report is EMSI's gravitational flows multi-regional social account matrix model (MR-SAM). It is based on data from the Census Bureau's Current Population Survey and American Community Survey; as well as, the Bureau of Economic Analysis' National Income and Product Accounts, Input-Output Make and Use Tables, and Gross State Product data. In addition, several EMSI in-house data sets are used, as well as, data from Oak Ridge National Labs on the cost of transportation between counties.

Demographic Data

The demographic data in this report is compiled from several sources using a specialized process. Sources include annual population estimates and population projections from the US Census Bureau, birth and mortality rates from the US Health Department, and projected regional job growth.

Industry Data

EMSI industry data have various sources depending on the class of worker. (1) For QCEW Employees, EMSI primarily uses the QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns. (2) Non-QCEW employees' data are based on several sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics. (3) Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Nonemployer Statistics, and BEA State and Local Personal Income Reports. Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states.

Occupation Data

EMSI occupation employment data are based on final EMSI industry data and final EMSI staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors). Occupational wage estimates also affected by county-level EMSI earnings by industry.

Appendix B: Product Inventory

The inventory was compiled from the city's website: YesWilliamsburg.com

Buildings		
Address	Square Footage	Zoning
104 N Henry Street	926	B-1
106 Bacon Avenue	1,500	B-3
1317 Richmond Road	1,550	B-3
332 N Henry Street	23,332	LB1
341 W Francis Street	597	
345 Francis Street	3,539	
410 Duke of Gloucester	1,064	B-1
901 Richmond Road		LB2
1001A Richmond Road		
809 Richmond Road	3,350	LB2
1240 Richmond Road	Varies by unit	
1162 Professional Drive	6,334	PUD
320 Monticello Avenue	1,500	B-3
424 W Duke of Gloucester Street	120-455	B-1
322 Monticello Avenue	1,500	B-3
170 Second Street	441	B-3
3032 Richmond Road	2,700 & 3,000	B-2
521 Prince George Street	1,370	B-1
110 South Henry Street	2,900-12,000	B-1
1430 Richmond Road	720 – 14,000	ED2
249 Richmond Road	1,863 – 2,526	

Sites		
Address	Acreage	Zoning
929 Capitol Landing Road	5 acres	B-4
804 Capitol Landing Road	5.13	B-4
919 Capitol Landing Road	5.9	B-4
1665 Richmond Road	8,000SF	B-2
906 Richmond Road	0.69	LB2
1301 Garrison Avenue	0.44	B-3
120 Kings Way	100+	
1329 Richmond Road	0.46	B-3
912 Capitol Landing Road	2.7	B-4
1470 Quarterpath Road	0.5	ED2
200 Waltz Farm Drive	6.98	B-2
1800 Richmond Road	2.6	B-2
Quarterpath Development	Varies	
1900 Richmond Road	2.62	B-2

Appendix C: ESRI Market Reports



Recreation Expenditures

Williamsburg City, VA 2
Williamsburg City, VA (5186160)
Geography: Place

Prepared by Esri

Demographic Summary		2018	2023
Population		15,108	15,676
Households		4,887	5,126
Families		2,361	2,455
Median Age		24.9	25.9
Median Household Income		\$51,433	\$59,457
	Spending Potential Index	Average Amount Spent	Total
Tv/Video/Audio	104	\$1,354.95	\$6,621,632
Cable & Satellite Television Services	103	\$989.93	\$4,837,789
Televisions & Video	109	\$266.08	\$1,300,349
Audio	102	\$94.76	\$463,114
Rental of TV/VCR/Radio/Sound Equipment	148	\$1.48	\$7,210
Repair of TV/Radio/Sound Equipment	111	\$2.69	\$13,170
Entertainment/Recreation Fees and Admissions	97	\$659.70	\$3,223,937
Tickets to Theatre/Operas/Concerts	103	\$68.10	\$332,824
Tickets to Movies/Museums/Parks	103	\$81.87	\$400,093
Admission to Sporting Events, excl.Trips	93	\$55.41	\$270,812
Fees for Participant Sports, excl.Trips	98	\$110.56	\$540,289
Fees for Recreational Lessons	84	\$115.99	\$566,834
Membership Fees for Social/Recreation/Civic Clubs	100	\$226.89	\$1,108,812
Dating Services	131	\$0.87	\$4,275
Toys/Games/Crafts/Hobbies	100	\$115.15	\$562,738
Toys/Games/Arts/Crafts/Tricycles	100	\$100.49	\$491,089
Playground Equipment	88	\$3.18	\$15,547
Play Arcade Pinball/Video Games	97	\$2.76	\$13,486
Online Entertainment and Games	109	\$4.72	\$23,071
Stamp & Coin Collecting	90	\$4.00	\$19,544
Recreational Vehicles and Fees	83	\$91.09	\$445,174
Docking and Landing Fees for Boats and Planes	90	\$10.53	\$51,439
Camp Fees	83	\$27.44	\$134,122
Payments on Boats/Trailers/Campers/RVs	76	\$33.87	\$165,523
Rental of RVs or Boats	96	\$19.25	\$94,091
Sports, Recreation and Exercise Equipment	96	\$170.84	\$834,879
Exercise Equipment and Gear, Game Tables	92	\$52.71	\$257,606
Bicycles	99	\$28.89	\$141,164
Camping Equipment	102	\$14.64	\$71,532
Hunting and Fishing Equipment	99	\$53.71	\$262,475
Winter Sports Equipment	94	\$6.11	\$29,883
Water Sports Equipment	88	\$5.72	\$27,939
Other Sports Equipment	92	\$7.05	\$34,439
Rental/Repair of Sports/Recreation/Exercise Equipment	86	\$2.01	\$9,842
Photographic Equipment and Supplies	99	\$52.51	\$256,626
Film	110	\$1.29	\$6,286
Film Processing	96	\$8.19	\$40,038
Photographic Equipment	98	\$22.17	\$108,336
Photographer Fees/Other Supplies & Equip	100	\$20.86	\$101,966
Rental/Repair			
Reading	103	\$115.98	\$566,818
Magazine/Newspaper Subscriptions	100	\$38.63	\$188,780
Magazine/Newspaper Single Copies	102	\$7.23	\$35,309
Books	104	\$39.69	\$193,977
Digital Book Readers	106	\$30.44	\$148,752



Retail Goods and Services Expenditures

Williamsburg City, VA 2
Williamsburg City, VA (5186160)
Geography: Place

Prepared by Esri

Top Tapestry Segments	Percent	Demographic Summary	2018	2023
Silver & Gold (9A)	23.5%	Population	15,108	15,676
Golden Years (9B)	22.2%	Households	4,887	5,126
College Towns (14B)	21.9%	Families	2,361	2,455
Young and Restless (11B)	10.4%	Median Age	24.9	25.9
Dorms to Diplomas (14C)	7.8%	Median Household Income	\$51,433	\$59,457
		Spending Potential Index	Average Amount Spent	Total
Apparel and Services		101	\$2,197.73	\$10,740,326
Men's		104	\$432.04	\$2,111,376
Women's		103	\$762.77	\$3,727,638
Children's		93	\$299.40	\$1,463,181
Footwear		100	\$472.36	\$2,308,435
Watches & Jewelry		104	\$149.24	\$729,328
Apparel Products and Services (1)		99	\$81.93	\$400,368
Computer				
Computers and Hardware for Home Use		110	\$187.43	\$915,946
Portable Memory		105	\$5.74	\$28,038
Computer Software		115	\$12.16	\$59,416
Computer Accessories		105	\$19.84	\$96,960
Entertainment & Recreation		99	\$3,195.05	\$15,614,219
Fees and Admissions		97	\$659.70	\$3,223,937
Membership Fees for Clubs (2)		100	\$226.89	\$1,108,812
Fees for Participant Sports, excl. Trips		98	\$110.56	\$540,289
Tickets to Theatre/Operas/Concerts		103	\$68.10	\$332,824
Tickets to Movies/Museums/Parks		103	\$81.87	\$400,093
Admission to Sporting Events, excl. Trips		93	\$55.41	\$270,812
Fees for Recreational Lessons		84	\$115.99	\$566,834
Dating Services		131	\$0.87	\$4,275
TV/Video/Audio		104	\$1,354.95	\$6,621,632
Cable and Satellite Television Services		103	\$989.93	\$4,837,789
Televisions		109	\$128.25	\$626,747
Satellite Dishes		93	\$1.64	\$8,014
VCRs, Video Cameras, and DVD Players		110	\$6.05	\$29,579
Miscellaneous Video Equipment		90	\$12.96	\$63,353
Video Cassettes and DVDs		107	\$13.27	\$64,828
Video Game Hardware/Accessories		115	\$34.27	\$167,494
Video Game Software		122	\$18.22	\$89,062
Streaming/Downloaded Video		112	\$36.96	\$180,648
Rental of Video Cassettes and DVDs		106	\$13.61	\$66,497
Installation of Televisions		92	\$0.84	\$4,127
Audio (3)		102	\$94.76	\$463,114
Rental and Repair of TV/Radio/Sound Equipment		122	\$4.17	\$20,380
Pets		96	\$608.19	\$2,972,215
Toys/Games/Crafts/Hobbies (4)		100	\$115.15	\$562,738
Recreational Vehicles and Fees (5)		83	\$91.09	\$445,174
Sports/Recreation/Exercise Equipment (6)		96	\$170.84	\$834,879
Photo Equipment and Supplies (7)		99	\$52.51	\$256,626
Reading (8)		103	\$115.98	\$566,818
Catered Affairs (9)		99	\$26.64	\$130,199
Food		102	\$8,696.28	\$42,498,714
Food at Home		101	\$5,064.81	\$24,751,725
Bakery and Cereal Products		101	\$664.66	\$3,248,172
Meats, Poultry, Fish, and Eggs		101	\$1,140.26	\$5,572,457
Dairy Products		100	\$515.93	\$2,521,330
Fruits and Vegetables		101	\$992.53	\$4,850,482
Snacks and Other Food at Home (10)		101	\$1,751.44	\$8,559,284
Food Away from Home		103	\$3,631.47	\$17,746,988
Alcoholic Beverages		104	\$583.41	\$2,851,128

	Spending Potential Index	Average Amount Spent	Total
Financial			
Value of Stocks/Bonds/Mutual Funds	99	\$4,994.79	\$24,409,543
Value of Retirement Plans	91	\$21,062.29	\$102,931,411
Value of Other Financial Assets	111	\$1,574.35	\$7,693,848
Vehicle Loan Amount excluding Interest	97	\$2,716.75	\$13,276,781
Value of Credit Card Debt	95	\$557.90	\$2,726,461
Health			
Nonprescription Drugs	100	\$133.25	\$651,184
Prescription Drugs	98	\$355.27	\$1,736,217
Eyeglasses and Contact Lenses	97	\$89.99	\$439,787
Home			
Mortgage Payment and Basics (11)	83	\$7,124.60	\$34,817,941
Maintenance and Remodeling Services	87	\$1,780.13	\$8,699,489
Maintenance and Remodeling Materials (12)	80	\$391.79	\$1,914,663
Utilities, Fuel, and Public Services	100	\$4,976.51	\$24,320,226
Household Furnishings and Equipment			
Household Textiles (13)	104	\$102.57	\$501,253
Furniture	103	\$631.88	\$3,087,991
Rugs	99	\$24.46	\$119,553
Major Appliances (14)	94	\$327.54	\$1,600,704
Housewares (15)	100	\$103.10	\$503,842
Small Appliances	106	\$51.96	\$253,932
Luggage	100	\$13.78	\$67,359
Telephones and Accessories	102	\$71.44	\$349,137
Household Operations			
Child Care	88	\$455.28	\$2,224,958
Lawn and Garden (16)	91	\$393.15	\$1,921,312
Moving/Storage/Freight Express	114	\$74.01	\$361,705
Housekeeping Supplies (17)	99	\$711.29	\$3,476,095
Insurance			
Owners and Renters Insurance	91	\$516.97	\$2,526,438
Vehicle Insurance	102	\$1,286.46	\$6,286,946
Life/Other Insurance	89	\$371.18	\$1,813,958
Health Insurance	97	\$3,660.97	\$17,891,181
Personal Care Products (18)	102	\$494.92	\$2,418,674
School Books and Supplies (19)	110	\$164.34	\$803,145
Smoking Products	107	\$443.14	\$2,165,626
Transportation			
Payments on Vehicles excluding Leases	96	\$2,305.31	\$11,266,045
Gasoline and Motor Oil	101	\$2,426.76	\$11,859,595
Vehicle Maintenance and Repairs	101	\$1,086.19	\$5,308,194
Travel			
Airline Fares	100	\$526.42	\$2,572,606
Lodging on Trips	96	\$546.66	\$2,671,536
Auto/Truck Rental on Trips	95	\$26.37	\$128,892
Food and Drink on Trips	98	\$506.70	\$2,476,246

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. This report is not a comprehensive list of all consumer spending variables therefore the variables in each section may not sum to totals.

Source: Esri forecasts for 2018 and 2023; Consumer Spending data are derived from the 2015 and 2016 Consumer Expenditure Surveys, Bureau of Labor Statistics.

**Summary Demographics**

2018 Population	15,108
2018 Households	4,887
2018 Median Disposable Income	\$41,922
2018 Per Capita Income	\$31,763

2017 Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$175,917,834	\$382,799,371	-\$206,881,537	-37.0	209
Total Retail Trade	44-45	\$158,755,186	\$270,439,175	-\$111,683,989	-26.0	118
Total Food & Drink	722	\$17,162,648	\$112,360,196	-\$95,197,548	-73.5	91

2017 Industry Group

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$34,138,204	\$37,369,463	-\$3,231,259	-4.5	6
Automobile Dealers	4411	\$28,084,714	\$36,051,607	-\$7,966,893	-12.4	4
Other Motor Vehicle Dealers	4412	\$3,350,422	\$0	\$3,350,422	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$2,703,068	\$1,317,856	\$1,385,212	34.5	2
Furniture & Home Furnishings Stores	442	\$5,966,664	\$11,176,903	-\$5,210,239	-30.4	9
Furniture Stores	4421	\$3,425,494	\$3,979,172	-\$553,678	-7.5	3
Home Furnishings Stores	4422	\$2,541,170	\$7,197,731	-\$4,656,561	-47.8	6
Electronics & Appliance Stores	443	\$5,189,214	\$1,050,950	\$4,138,264	66.3	2
Bldg Materials, Garden Equip. & Supply Stores	444	\$9,820,452	\$5,965,837	\$3,854,615	24.4	5
Bldg Material & Supplies Dealers	4441	\$9,134,471	\$5,427,003	\$3,707,468	25.5	4
Lawn & Garden Equip & Supply Stores	4442	\$685,981	\$538,834	\$147,147	12.0	1
Food & Beverage Stores	445	\$28,396,315	\$44,387,614	-\$15,991,299	-22.0	13
Grocery Stores	4451	\$26,312,028	\$38,106,254	-\$11,794,226	-18.3	6
Specialty Food Stores	4452	\$828,191	\$4,819,966	-\$3,991,775	-70.7	6
Beer, Wine & Liquor Stores	4453	\$1,256,096	\$1,461,394	-\$205,298	-7.6	1
Health & Personal Care Stores	446,4461	\$9,787,061	\$25,363,810	-\$15,576,749	-44.3	8
Gasoline Stations	447,4471	\$15,989,968	\$17,011,746	-\$1,021,778	-3.1	5
Clothing & Clothing Accessories Stores	448	\$7,907,953	\$22,810,950	-\$14,902,997	-48.5	20
Clothing Stores	4481	\$5,335,189	\$16,519,127	-\$11,183,938	-51.2	14
Shoe Stores	4482	\$1,099,310	\$1,758,779	-\$659,469	-23.1	3
Jewelry, Luggage & Leather Goods Stores	4483	\$1,473,454	\$4,533,044	-\$3,059,590	-50.9	3
Sporting Goods, Hobby, Book & Music Stores	451	\$4,279,984	\$7,525,668	-\$3,245,684	-27.5	7
Sporting Goods/Hobby/Musical Instr Stores	4511	\$3,576,950	\$7,070,309	-\$3,493,359	-32.8	6
Book, Periodical & Music Stores	4512	\$703,034	\$455,359	\$247,675	21.4	1
General Merchandise Stores	452	\$28,421,463	\$4,490,759	\$23,930,704	72.7	1
Department Stores Excluding Leased Depts.	4521	\$19,622,860	\$4,490,759	\$15,132,101	62.8	1
Other General Merchandise Stores	4529	\$8,798,603	\$0	\$8,798,603	100.0	0
Miscellaneous Store Retailers	453	\$5,874,856	\$23,450,907	-\$17,576,051	-59.9	35
Florists	4531	\$244,278	\$628,610	-\$384,332	-44.0	2
Office Supplies, Stationery & Gift Stores	4532	\$1,453,841	\$8,849,386	-\$7,395,545	-71.8	14
Used Merchandise Stores	4533	\$701,403	\$1,628,792	-\$927,389	-39.8	8
Other Miscellaneous Store Retailers	4539	\$3,475,334	\$12,344,119	-\$8,868,785	-56.1	11
Nonstore Retailers	454	\$2,983,052	\$69,834,568	-\$66,851,516	-91.8	7
Electronic Shopping & Mail-Order Houses	4541	\$1,951,288	\$58,205,398	-\$56,254,110	-93.5	3
Vending Machine Operators	4542	\$141,522	\$0	\$141,522	100.0	0
Direct Selling Establishments	4543	\$890,242	\$11,629,170	-\$10,738,928	-85.8	4
Food Services & Drinking Places	722	\$17,162,648	\$112,360,196	-\$95,197,548	-73.5	91
Special Food Services	7223	\$223,503	\$2,511,739	-\$2,288,236	-83.7	3
Drinking Places - Alcoholic Beverages	7224	\$220,127	\$956,351	-\$736,224	-62.6	2
Restaurants/Other Eating Places	7225	\$16,719,018	\$108,892,106	-\$92,173,088	-73.4	86

Source: Esri and Infogroup. Esri 2018 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2018 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

Appendix D: Commuting Data

The following report was gathered from Census on the Map, a U.S. Census mapping tool. It shows profiles of workers who work in Williamsburg, This includes residents who work in the city and in-commuters. It also shows workers who live in Williamsburg no matter if they work in the city or not. This profile includes out-commuters. The variances in numbers give an indication of differences between in- and out-commuters. For example, more young people in-commute to Williamsburg. These in-commuters work in Arts, Entertainment, and Recreation, Educational Services, and Accommodation and Food Service. Generally, in-commuters make lower wages than residents and out-commuters. Out-commuters leave Williamsburg for Manufacturing and Health Care jobs, among others.

Work Area Profile Report			Home Area Profile Report		
<i>Where workers work</i>			<i>Where workers live</i>		
Total Primary Jobs			Total Primary Jobs		
	2015			2015	
	Count	Share		Count	Share
Total Primary Jobs	10,846	100.0%	Total Primary Jobs	3,894	100.0%
Jobs by Worker Age			Jobs by Worker Age		
	2015			2015	
	Count	Share		Count	Share
Age 29 or younger	2,475	22.8%	Age 29 or younger	942	24.2%
Age 30 to 54	5,152	47.5%	Age 30 to 54	1,907	49.0%
Age 55 or older	3,219	29.7%	Age 55 or older	1,045	26.8%

Work Area Profile Report			Home Area Profile Report		
Jobs by Earnings			Jobs by Earnings		
	2015			2015	
	Count	Share		Count	Share
\$1,250 per month or less	2,779	25.6%	\$1,250 per month or less	991	25.4%
\$1,251 to \$3,333 per month	4,656	42.9%	\$1,251 to \$3,333 per month	1,432	36.8%
More than \$3,333 per month	3,411	31.4%	More than \$3,333 per month	1,471	37.8%
Jobs by NAICS Industry Sector			Jobs by NAICS Industry Sector		
	2015			2015	
	Count	Share		Count	Share
Agriculture, Forestry, Fishing and Hunting	0	0.0%	Agriculture, Forestry, Fishing and Hunting	3	0.1%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%	Mining, Quarrying, and Oil and Gas Extraction	1	0.0%
Utilities	6	0.1%	Utilities	18	0.5%
Construction	28	0.3%	Construction	127	3.3%
Manufacturing	6	0.1%	Manufacturing	151	3.9%
Wholesale Trade	11	0.1%	Wholesale Trade	90	2.3%
Retail Trade	923	8.5%	Retail Trade	469	12.0%
Transportation and Warehousing	2	0.0%	Transportation and Warehousing	79	2.0%
Information	76	0.7%	Information	56	1.4%
Finance and Insurance	124	1.1%	Finance and Insurance	103	2.6%
Real Estate and Rental and Leasing	87	0.8%	Real Estate and Rental and Leasing	86	2.2%
Professional, Scientific, and Technical Services	694	6.4%	Professional, Scientific, and Technical Services	328	8.4%
Management of Companies and Enterprises	123	1.1%	Management of Companies and Enterprises	65	1.7%

Work Area Profile Report			Home Area Profile Report		
Administration & Support, Waste Management and Remediation	327	3.0%	Administration & Support, Waste Management and Remediation	215	5.5%
Educational Services	2,843	26.2%	Educational Services	521	13.4%
Health Care and Social Assistance	561	5.2%	Health Care and Social Assistance	476	12.2%
Arts, Entertainment, and Recreation	1,637	15.1%	Arts, Entertainment, and Recreation	271	7.0%
Accommodation and Food Services	2,977	27.4%	Accommodation and Food Services	612	15.7%
Other Services (excluding Public Administration)	165	1.5%	Other Services (excluding Public Administration)	116	3.0%
Public Administration	256	2.4%	Public Administration	107	2.7%
Jobs by Worker Race			Jobs by Worker Race		
	2015			2015	
	Count	Share		Count	Share
White Alone	8,090	74.6%	White Alone	2,854	73.3%
Black or African American Alone	2,256	20.8%	Black or African American Alone	815	20.9%
American Indian or Alaska Native Alone	32	0.3%	American Indian or Alaska Native Alone	10	0.3%
Asian Alone	293	2.7%	Asian Alone	134	3.4%
Native Hawaiian or Other Pacific Islander Alone	12	0.1%	Native Hawaiian or Other Pacific Islander Alone	1	0.0%
Two or More Race Groups	163	1.5%	Two or More Race Groups	80	2.1%
Jobs by Worker Ethnicity			Jobs by Worker Ethnicity		
	2015			2015	
	Count	Share		Count	Share
Not Hispanic or Latino	10,432	96.2%	Not Hispanic or Latino	3,709	95.2%
Hispanic or Latino	414	3.8%	Hispanic or Latino	185	4.8%

Work Area Profile Report			Home Area Profile Report		
Jobs by Worker Educational Attainment			Jobs by Worker Educational Attainment		
	2015			2015	
	Count	Share		Count	Share
Less than high school	949	8.7%	Less than high school	341	8.8%
High school or equivalent, no college	2,259	20.8%	High school or equivalent, no college	825	21.2%
Some college or Associate degree	2,504	23.1%	Some college or Associate degree	931	23.9%
Bachelor's degree or advanced degree	2,659	24.5%	Bachelor's degree or advanced degree	855	22.0%
Educational attainment not available (workers aged 29 or younger)	2,475	22.8%	Educational attainment not available (workers aged 29 or younger)	942	24.2%
Jobs by Worker Sex			Jobs by Worker Sex		
	2015			2015	
	Count	Share		Count	Share
Male	4,645	42.8%	Male	1,880	48.3%
Female	6,201	57.2%	Female	2,014	51.7%

Source: Census on the Map

Study Sponsors



The City of Williamsburg Department of Economic Development facilitates business development and expansion in the city. The Department oversees incentive programs, works with private developers, provides technical assistance, and supports existing businesses with a wide range of services. The main objectives of the Department's program include existing business growth, diversifying the economy,

enhancing the business climate, advocating for infrastructure investments, and maintaining a quality place that attracts people, visitors, and business. www.yeswilliamsburg.com



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